Ombudsman
SASKATCHEWAN

Annual Report 2005

Ombudsman
SASKATCHEWAN

106-05320/

April 2006

The Honourable P. Myron Kowalsky
Speaker of the Legislative Assembly
Province of Saskatchewan
Legislative Building
Regina, Saskatchewan

Dear Mr. Speaker:

In accordance with Section 30 of *The Ombudsman and Children's Advocate Act*, it is my privilege and duty to submit to you the thirty-third annual report of Ombudsman Saskatchewan for the year 2005.

Respectfully submitted,

Kevin Fenwick
OMBUDSMAN

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Staff

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General Counsel

Gina Alexander
Deputy Ombudsman

Brian Calder
Ombudsman Assistant

Arlene Harris
Ombudsman Assistant

Roy Hodsman
Ombudsman Assistant

Susan Krznar*
Ombudsman Assistant (temp.)

Debby Kivimaa
Ombudsman Assistant (Alternate Case Resolution)

Carol Spencer
Complaints Analyst

Amanda Carlson**
Complaints Analyst (temp.)

Melissa Harman**
Complaints Analyst (temp.)

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Communications, Public Education & Fair Practices Director (temp., part-time)

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Executive Administrative Assistant

Angela Greyeyes
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Joyce Ripplinger*
Administrative Assistant

Megan Demyen**
Administrative Assistant (term)

David Yao
Summer Student

Saskatoon Office

Joni Sereda
Deputy Ombudsman

Connie Braun
Ombudsman Assistant

Jeff Cain
Ombudsman Assistant

Giselle Lavalley*
Ombudsman Assistant (temp.)

Laura Pun
Ombudsman Assistant

Renée Gavigan
Ombudsman Assistant (Alternate Case Resolution)

Barbara Schindel
Complaints Analyst

Diane Totland
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Lynne Fraser
Manager of Administration

Gloria Hubert
Administrative Assistant (term)

Crystal Lozowchuk
Administrative Assistant (part-time)

Rebecca Baron**
Administrative Assistant (term)

* *staff who have departed*

** *cover-off staff during the reporting year*

Observations

Kevin Fenwick
Ombudsman

Introduction

It is my honor and privilege to present this thirty-third annual report of Ombudsman Saskatchewan for the year 2005. Although this is my second report, it is my first after serving a full year as Saskatchewan's Ombudsman. Last year I was reporting on part of the final year of my predecessor's term, and was still getting my feet wet. For better or worse, this report represents "my stuff."

The year 2005 was an exciting one at Ombudsman Saskatchewan. I had the opportunity to learn the culture and history of the organization that welcomed me so warmly. I also had the opportunity to work with our staff to identify our strengths as an organization, and to examine what we might do differently, and better. In addition to reporting on our activities in 2005, this annual report also describes some of the conclusions drawn from our self-examination.

What We Do

The role of Ombudsman Saskatchewan is to determine whether administrative decisions of government and its agencies are "fair" - that is, not contrary to law, unreasonable, unjust, oppressive, improperly discriminatory, based on a mistake of law or a mistake of fact, or wrong.

Stated simply, the mandate of Ombudsman Saskatchewan is to promote fairness in the provision of government services and in the administration of government programs and legislation. We work to achieve this mandate principally through the exercise of the four powers set out in *The Ombudsman and Children's Advocate Act:*

Investigate Public Complaints
The Office receives, reviews, investigates, and, where appropriate, recommends corrective action to address complaints from members of the public.

Own Motion Investigations
On his own initiative, the Ombudsman may review, investigate, and, where appropriate, recommend corrective action respecting matters that he believes warrant investigation and/or are of public interest. These may be major investigations of systemic problems.

Alternate Case Resolution
Where appropriate, we will use non-adversarial approaches such as negotiation, mediation, and conciliation to resolve complaints.

Public Education and Communications
The Office has the responsibility to engage in public education about the Office and its role, and also to inform the public about how to effectively deal with government. We believe this role includes the responsibility to work with government to improve its ability to respond to public complaints when they occur, and, more importantly, to deal with the public in a fair manner so that complaints do not occur.

Looking Back at 2005

First, I want to share a few words about the "numbers," as they represent our activities in 2005. The number of complaints received at Ombudsman Saskatchewan in 2005 was fairly static when compared to the previous year. We seem to have avoided the trend of significant increases in the number of complaints received that the Office experienced for several years prior to 2004. In 2005, for the second consecutive year, the number of complaints received was similar to the previous year.

Observations (continued)

"The Fair Practices Training Initiative ... says to government, 'this is what you have to do so that the Ombudsman does not come calling.'"

In 2005, the number of complaints received pertaining to matters within the jurisdiction of Ombudsman Saskatchewan was down slightly, to 2,601. That was offset by a slight increase in the number of out-of-jurisdiction complaints received, from 1,460 to 1,505. The total number of complaints received by our office in 2005 was 4,106.

The specifics of those complaints are found in the tables at the back of this annual report.

In 2005, we began to develop a package of materials for a Fair Practices Training Initiative. Arising from that part of our statutory mandate that directs us to engage in public education, the Fair Practices Training Initiative is a step beyond the kind of public education traditionally provided by the Office.

Ombudsman Saskatchewan has always provided information to the public and government about what the Office does. For government, we have also provided information about "what to do when the Ombudsman comes calling." The Fair Practices Training Initiative continues in that tradition, but it also says to government, "this is what you have to do so that the Ombudsman does **not** come calling." We have developed a package of written materials and have begun to deliver workshops in four modules. The format of this training varies from two-day workshops to the potential for short brown bag lunch sessions.

In 2005, we made the decision to purchase a new information tracking system and will begin using the new system in 2006. Our old system had lost its integrity and was no longer reliable. We believe the new system will allow us to do what we do more efficiently and more effectively.

Looking Ahead to 2006

Raising the Bar for Government Process

The implementation of the new information tracking system has also given us the opportunity to examine some of the basic parameters within which we do business. As a result, we have decided to change some of the ways we work, or at least, to change how we record what we do.

Ombudsman have historically investigated complaints and assessed them on the basis that the complaint is either substantiated or not substantiated. That process is essentially about looking back and finding fault and assigning blame. Sometimes, if a certain standard of fairness has not been met, it involves making recommendations for change.

Our intent, in conjunction with the implementation of our new information tracking system, is to change the way we categorize and record the results of our final work. Instead of "substantiated" or "not substantiated," we will categorize our investigations based on whether recommendations were made or not made. The intent is to shift our focus forward to what needs to be done, instead of looking back in time at what was wrong or who was at fault.

Is this a fundamental change in the way we deal with complaints? We think not. But it will require a shift in the mindset of those reading our statistical reports. For those wanting to "look back" and determine how often government was "wrong," the answer may not be as readily available. One might infer that, if the Ombudsman did not make a recommendation, the government had achieved the requisite level of fairness and was not "wrong." But one must also appreciate that because the Ombudsman makes a recommendation, does not necessarily

Observations (continued)

mean that the government was "wrong" or that it had not achieved the required minimum level of fairness.

At one time, at least in so far as the Ombudsman was concerned, it was enough that government did the right thing. The bar, however, has been raised. Government is now expected to do the right thing **in the right way**. Process is as important as result. The way people are treated during the process will dramatically affect their level of satisfaction with the substantive outcome.

For Ombudsman Saskatchewan, this means that the shift away from the "substantiated-not substantiated" dichotomy will probably result in more recommendations. If our investigation reveals that the standard of fairness has been met by the government agency, but we think it could have done better, we will be making recommendations. This approach is consistent with governments' own initiatives to incorporate best practices.

Ensuring a Balance Between Fiscal Accountability and Service Delivery

The higher standards of accountability that have been demanded in the wake of the discovery of problems like Enron and the thefts of money and other resources from various departments within the Government of Saskatchewan present challenges for both governmental and non-governmental institutions.

Those higher standards of accountability are, no doubt, necessary. With these higher standards, however, there is also risk to the effective delivery of programs. In order for the delivery of programs to be effective, those responsible for delivery must have sufficient flexibility to ensure that program goals are met. Policies and procedures, often designed at least partly to avoid abuse, can never be specific enough to describe every possible situation.

As the standards of accountability become more strict, one of the roles of Ombudsman Saskatchewan will be to ensure that there is some balance between the need for accountability and the need to deliver effective service to those for whose benefit the programs were designed. We see an increasing need for this Office to encourage flexibility in the application of rules when it appears the scales have tipped too far.

Increased Emphasis on Systemic Investigations and Education

I am very pleased to be able to say that our budget for 2006/07 includes provision for a Public Education / Communications / Fair Practices Director. The creation of this position will allow us to complete the work we began in 2005 on our Fair Practices Training Initiative package. We hope it will also allow us to improve the public's access to our office, including the redevelopment of our website.

We estimate that approximately 90% of our resources are directed toward complaints received from individuals. Responding to those complaints from individuals should be, and will be, the core of our business. But we believe there is room for us to shift some of our time and resources to other aspects of our mandate. Evidence of that shift can be seen in our increased emphasis on public education. We also intend, however, to increase our emphasis on "own motion" or "systemic" investigations.

"At one time, at least in so far as the Ombudsman was concerned, it was enough that government did the right thing. The bar, however, has been raised. Government is now expected to do the right thing *in the right way*."

Observations (continued)

In 2005, we completed three systemic investigations in the following areas:

- fairness of the Public Service Commission's classification system;
- apparent inconsistencies in the application of penalties for uninsured causes of loss by Saskatchewan Crop Insurance Corporation; and
- delays in processing claims under the Personal Injury Protection Plan (PIPPs)

Examples of systemic investigations either opened in 2005 or under consideration include the following:

- the administration of the methadone treatment program in correctional facilities;
- special needs funding for dependent adults by the Department of Community Resources;
- the use of restraint chairs in correctional facilities;
- examining the refund set-off program under which the Department of Community Resources seizes income tax refunds to recover from a former client's over-payments that would otherwise be uncollectible because of the expiration of a limitation period;
- mandatory retirement at age 65;
- SaskEnergy's policy requiring landlords to enter into uninterrupted service agreements; and
- Saskatchewan Crop Insurance Corporation's weather-based insurance program.

Concluding Observations

In conclusion, I would be remiss if I failed to acknowledge the dedication and hard work of the staff at Ombudsman Saskatchewan in 2005. Their knowledge and experience makes my job relatively easy. We look forward to the challenges of 2006.

What Happens When You Call Us?

You think you have a problem with a government agency. You think Ombudsman Saskatchewan might be able to help. What happens when you contact the office?

Although you can contact Ombudsman Saskatchewan by visiting the offices in Saskatoon or Regina, or by writing to us, most people first contact the office by telephone. If you visit the office in person, you may be asked to make an appointment to see one of our Complaints Analysts. If you contact us by telephone or by letter, your call or letter will be taken by our reception staff who will obtain some of the basic information about the complaint. The reception staff will then forward your inquiry to one of the Complaints Analysts.

The Complaints Analyst will gather information from you about the complaint. They may ask you to sign a short document called a *Request for Investigation* so we can look at the issues. They may also ask you to provide copies of documents or letters that you have about your complaint. The Complaints Analyst may also ask you to do some homework. It is usually helpful and allows the matter to be dealt with more

Regina
1-800-667-7180
(306) 787-6211

Saskatoon
1-800-667-9787
(306) 933-5500

What Happens When You Call Us? (cont'd)

quickly if you can provide as much information as possible to us about the complaint rather than asking us to gather the information independently.

Sometimes the complaints that come to Ombudsman Saskatchewan relate to agencies that are outside our jurisdiction. We can only deal with matters that involve provincial government departments, boards, commissions, or agencies. We do not have the ability to look into complaints against the federal government, municipal governments, First Nations, or professional bodies that are self-regulating. If it is determined that your complaint is not something that we can investigate, we will try to direct you, however, to the appropriate authority.

Sometimes the complaint comes to Ombudsman Saskatchewan prematurely. If there are ways to appeal the decision directly, we will ask you to complete those appeal processes before bringing the complaint to our office.

After the Complaints Analyst has gathered information and has determined that the subject of your complaint is something over which we do have jurisdiction, she may try to resolve the complaint at an early stage. This may include contacting the government department involved in the complaint. It may involve coaching you so that you can better represent yourself with the department. The Complaints Analyst may also gather additional information from the government agency, and sometimes from other sources. Sometimes the Complaints Analyst may act as a facilitator between you and the government agency to help both sides work out a solution that meets their needs.

If the issue cannot be resolved by the Complaints Analyst at an early stage, she may decide to refer the matter to one of the Ombudsman Assistants in the office.

The Ombudsman Assistants are sometimes called "investigators," but they do more than just investigate complaints.

Often, the Ombudsman Assistant will facilitate discussion between the complainant and the government agency in order to assist them to find a resolution that is acceptable to them. Sometimes this will be an informal process and sometimes it will take the form of a more formal mediation.

When it is appropriate to do so, the Ombudsman Assistants will complete thorough investigations. This will include an examination of your documents and relevant documents in the possession of the government agency. The investigation may include letters, telephone calls, and on-site visits. It sometimes includes obtaining independent expert opinions.

When the investigation is completed, the Ombudsman Assistant will prepare an opinion about what should happen with the complaint. The final decision will involve others in the office and may include the Deputy Ombudsman, our General Counsel (lawyer), and the Ombudsman.

If the investigation results in recommendations, the government department or agency will be given an opportunity to respond before the recommendations are made final. If there are no recommendations made, the complainant will be given an explanation and an opportunity to comment.

If the complaint received at Ombudsman Saskatchewan is one of several that deal with the same issue, the Ombudsman may decide to initiate a broader systemic investigation. These are called "own motion" investigations and may result in formal reports and recommendations.

"It is usually helpful and allows the matter to be dealt with more quickly if you can provide as much information as possible to us about the complaint."

Accolades

In this annual report, we are continuing the practice of recognizing a sampling of the many individuals in public service whose day-to-day efforts demonstrate the principles of fairness we uphold. These are the people who make our jobs easier and we want to say a public thank you. Accolades for 2005 are scattered throughout the report.

Case Summaries

The way in which this office promotes fairness in the provisions of government services and in the administration of government programs and legislation is through the exercise of four powers set out in *The Ombudsman and Children's Advocate Act*: the investigation of individual complaints, systemic investigations, alternate case resolution, and public education and communications.

Initial Support

Not all of the complaints that we receive require a full and formal investigation. When contacting our office, the first person to hear your complaint would be our Complaints Analyst. Often times the Complaints Analyst is able to assist the complainant and often is able to resolve his or her particular problem. Here are a couple of examples:

Saved: 30 Days Behind Bars

Sam called us and said that his warrant of committal was incorrect. The warrant said that he was to serve a total of 76 days in jail. He said that the judge only sentenced him to 46 days. Unless the warrant was changed he would end up serving an additional 30 days in jail. He was not looking forward to this and was having no luck getting the warrant changed. Our Complaints Analyst called the correctional center. The correctional center called the courthouse where Sam had been sentenced and the court clerk listened to the tapes of Sam's sentence. As it turned out Sam was correct and Sam was released in accordance with the proper sentence.

Sorted Out: Registraiion Payment

Stanley called us and said that he had dropped off a cheque payable to the Minister of Finance at the Business Center located in the Sturdy Stone Center. The cheque was payment to register his company. He said he talked to the Corporations Branch about the cheque but he said that they had not received it yet. He had checked with his bank and they told him the cheque had been cashed. It was very important to Stanley that his company be registered.

We called the Corporations Branch to see if we could help Stanley out. After a couple of conversations we were able to sort out the problem and the registration was faxed to Stanley. Stanley called back to say thank you. He felt that had we not helped it would have been likely a week or more before he got everything straightened out.

Recovered: $70 in Prepaid Phone Cards

Stephanie is a senior citizen. She bought a $50.00 SaskTel Mobility prepaid phone card. She used the information on the card to activate her cell phone. A few days later she tried to use her cell phone and found that it was not activated and the $50.00 prepaid card had expired. She thought that the prepaid card might be defective and bought a $20.00 one to replace it. She again activated her phone but when she tried to use it a couple of days later she found the same thing happened - no phone and the prepaid card had expired. She called SaskTel to complain about the defective cards - she wanted her money back.

Stephanie was told by SaskTel Mobility that she had not followed the instructions on her prepaid cards - that is, that she needed to make a call within 24 hours of activation. As she had not done this, the card had expired. The SaskTel mobility representative made sure Stephanie understood how to use the prepaid card and offered a $20 credit. Stephanie felt that she should get a $70 credit. Her request was denied. Our Complaints Analyst called SaskTel Mobility and asked that Stephanie's situa-

Case Summaries (continued)

tion be reconsidered. To SaskTel's credit, they realized that Stephanie had made the same mistake twice and recieved no value from either card, so they gave her a $70 credit.

Ended: Delay in Treatment

Samantha was in a motor vehicle accident. She needed physiotherapy and dental treatment as a result of the accident. Her dentist and physiotherapist had sent treatment requests to SGI who forwarded the requests to their medical consultants for review. Samantha said that she had been waiting 6 weeks for a response to her request for dental treatment and 4 weeks for her request for physio treatment. She was worried that the delay might make her injuries worse. She felt that this was taking too long.

We called SGI to see when a decision on her requests for treatment would be made and to ask for an interim remedy. The SGI representative was able to provide a provisional approval of her requests for treatment pending the final determination.

Investigations

Our Complaints Analysts cannot resolve every problem. Some complaints need to be fully investigated. When that occurs the file is assigned to an Ombudsman Assistant. The investigation then involves a historical examination of how the parties got to their present conflict and to determine if they had been treated lawfully and fairly by the particular government department or agency.

Sometimes we conclude they have been and other times we do not, and often, in the course of the investigation, the government department or agency willingly resolves the issue as evidence comes to light. We prefer to work cooperatively in this manner whenever possible, rather than resorting to a more formal process.

When we do determine that the complainant was treated unfairly or unlawfully, and no voluntary resolution has been offered, we will make a formal recommendation to rectify the situation. Government is not bound to accept our recommendations even though we believe they should. Here are a number of instances were we conducted an investigation. In some instances we were able to resolve the complaint without a recommendation. In other cases a recommendation was necessary and in three instances our recommendation was rejected.

Gained: A New Decision

Sid complained that the Manager in his local Saskatchewan Crop Insurance Corporation (SCIC) office treated him unfairly. Field agents had performed settlement assessments on his fields and crops, with conflicting results. As a result, he owed a large debt to SCIC. He disputed the amount and accuracy of the information and wanted to appeal the decision. He said he was never provided any information about an appeal, and said he was not allowed to participate in an appeal. Sid thought this was unfair and that he should be allowed an appeal.

As is our practice, we sent a letter to SCIC to let them know we were going to investigate Sid's case. SCIC responded, saying they had no record of Sid requesting an appeal and that they would like him to appeal. The Manager of Customer Service, however, asked if he could first review the decision to see if the situation could be resolved sooner. He did so and was able to settle the claim with an additional payout amount - no appeal necessary.

Accolade

Shawn Jaques
Manager, Customer Services, Field Operations, Department of Agriculture & Food

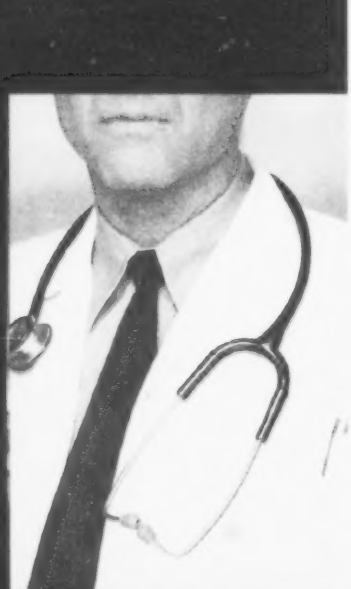
Thanks for being willing to review a file before it went to appeal. This work resulted in the correction of an error and the resolution of the complaint.

Case Summaries (continued)

Accolade

Judith Fox
Director, Customer and Community Relations, SaskPower

Thanks for being willing to offer the benefit of the doubt and extra consideration for a customer in order for them to manage and to keep their business operating during a critical time.



Gained: Workers' Compensation Benefits

The Workers' Compensation Board had denied Steve compensation benefits for an aggravation of a pre-existing condition to his knee. The Board had taken the view that the pre-existing condition was not aggravated by a work-related injury. Through our investigation we were able to demonstrate that there was medical evidence to suggest that the rapid deterioration of the knee after the work-related injury was an indication that an aggravation had occurred and further, that the evident instability of the knee could accelerate or cause degenerative changes. We acknowledged that the pre-existing condition was not caused by his work injury. The Board reviewed the medical information that we had provided to them and accepted that Steve's ongoing difficulties with his knee were work-related and compensated him appropriately.

Lost: Workers' Compensation Benefits *(Ombudsman Recommendation Rejected)*

Shawn worked for a mining company. His truck caught fire and he leaped from the cab to escape the fire. He fell about 3 to 4 metres, injuring his right heel and re-injuring his right knee which he had hurt in 1999. Initially the pain in his heel was more severe and noticeable but as time went on he became aware of the problems with his knee. He returned to work but was subsequently terminated. As the knee worsened he found that he was unable to work and applied for wage loss benefits. Initially these were granted but were terminated upon an appeal by his former employer.

As part of our investigation we gathered additional medical information from Shawn's specialist who believed that Shawn's recent knee problems were attributable to the accident. We pro ed what we believed to be convinci medical opinion to demonstrate that Shawn's present knee condition was result of the work incident. We recor mended that the Workers' Compens Board accept the claim. The Board not see the evidence as we did and rejected our recommendation.

Lack of Evidence: At Fault fo Jail Fight *(Ombudsman Recommendation Rejected)*

Sherman and another inmate got int fight. Sherman said he was just defe himself and the other inmate was the gator. Both were disciplined for fighti While it was true that Sherman was y and fighting there was no evidence he had caused or was at fault for the fight.

Corrections has accepted that the b den of proof necessary to convict an inmate of a disciplinary offense is the same test that is used in civil proceed – that is, the balance of probabilities. this case we were satisfied that there little if any evidence to suggest that Sherman was responsible for the fight recommended that the conviction b vacated. Corrections did not agree concluded that the evidence was su cient to convict Sherman and rejecte our recommendation.

Lack of Evidence: Aiding an Offense *(Ombudsman Recommendation Rejected)*

Sheldon was an inmate of a provinci correctional center. He had been fo guilty by the discipline panel of "aidin and counseling another inmate" to c mit an offense. The offense committe the other inmate was being in Sheldo cell, which is not permitted.

Case Summaries (continued)

Sheldon had argued in front of the discipline panel that the inmate had entered his cell uninvited and he should not be held responsible for something he had no control over. We agreed, given that the only evidence was that the inmate was seen at the door of Sheldon's cell. No one had seen him enter.

We concluded that the evidence was not sufficient to warrant a conviction and recommended that the conviction be vacated. Corrections did not agree and rejected our recommendation, as they were satisfied that the discipline panel had come to the correct conclusion.

Irreversible: Unfair Decision

Sharon and her landlord had a complex series of disagreements over rent, personal property, and the condition of the rental property. At a hearing, the Hearing Officer for the Rentalsman Office sorted through the issues and noted that both Sharon and her landlord had violated the Residential Tenancies Act. Even though the Hearing Officer noted that the landlord was at fault for some of the violations, she assigned monetary responsibility to Sharon. Sharon didn't think this was fair and called our office. During the course of our investigation, we reviewed the case with the Hearing Officer, who agreed that their office had indeed made mistakes. Despite this acknowledgement, there was no way for them to change the decision because, as in law, it is known as "functus"or final. Our office has written to the Minister, pointing out this flaw. The Minister acknowledged the issue and advised that his officials would review it.

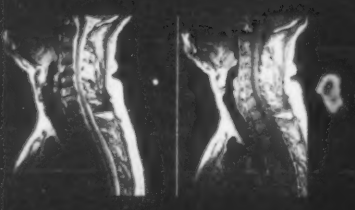
Gained: Remuneration for Chiropractic Treatment

Sally had incurred a neck /head injury while at work. She had been treated in Saskatchewan with no success. She learned of an out-of-province chiropractor and went to see him without a referral and without telling the Workers' Compensation Board. This chiropractor was able to resolve her condition over time. As she had to go out of province to receive this treatment she incurred some travel expenses as well as the treatment expense. She wanted the Board to pay these expenses. The Board's initial reaction was to deny payment of any of the expenses as they believed that the treatment she received out-of-province was available in-province. They did reconsider payment of the chiropractic expense and did reimburse Sally for the treatment costs but at Saskatchewan rates. Payment of travel and other expenses were refused. Sally didn't think this was fair.

Our investigation showed it was unlikely that Sally could have been successfully treated in Saskatchewan. We also found that Sally's expenses were very modest, considering the distance she traveled and the length of time she was out-of-province for treatment. In other words, we agreed that the reimbursement Sally wanted was reasonable. We asked the Workers' Compensation Board to take a second look at Sally's file and they did. They did not agree with our conclusion, however, and did not cover Sally's travel-related expenses.

Gained: A Fair Compromise

Sarah was worried about her elderly sister who lived alone and had just been released from hospital. Sarah got a personal alarm system installed in her sister's home so that if her sister fell or needed help, all she had to do was push a button. The problem was, her sister found the necklace alarm uncomfortable. Sarah found out about this and asked SaskTel to discontinue the service. They would but only if the contract was "bought out." Sarah thought this unfair. Sarah's sister had indeed signed a contract for the service and it would not be fair to simply cancel the agreement without some sort of penalty. Further conversations with



Accolade

Garry Craft
Manager, Customer Relations, SGI

Thanks for listening to a customer's problem and finding a solution.

Case Summaries (continued)

SaskTel resulted in a compromise. Sarah's sister could replace the necklace alarm with a wristband alarm. If that did not work, SaskTel would discontinue the service and Sarah's sister would only have to pay 50 % of the contract "buy out."

Alternate Case Resolution (ACR)

Alternate Case Resolution - or Appropriate Case Resolution, as we prefer to call it - is an activity that our office uses to deal with those situations where communication or the relationship has broken down between an agency of the government and one of its clients or service recipients. To aid us in providing this service we have staff specifically trained in conflict resolution and mediation. Here are a few examples.

Agreement Reached: Power Hook-up

Shannon said that the Department of Community Resources and Employment would not pay to get power hooked up to a trailer that had been sold to her by her mother's common law partner. She was anxious to move and felt the department was not responding to her requests. We talked to department officials and they told us they were concerned about the "legitimacy" of the sale. We reviewed the documentation and facilitated the exchange of new information between the parties. The department looked at the new information and agreed to assist with the move and with the power hook-up. In the end both parties benefited: Shannon had a new residence and the department was able to re-direct some resources to other clients.

Assisted Discussion: Children's Return

Sheila's children were in the care of the Department of Community Resources and Employment. She and the department had made an agreement that if she participated in treatment and established a permanent residence, her children would be returned. A couple of weeks prior to the children's return an incident occurred that Sheila felt might change the plans to return her children. She asked if we could assist her in meeting with the department. We called them and they were willing to have us join the meeting. The parties were able to frankly discuss concerns both had. Sheila talked about her plans for herself and the children and her commitment to her recovery plan. The department identified it's concerns and was willing to continue with its plan but suggested a staggered return for the children. Sheila thought that this would be a good idea. This file was very complex and emotional. We worked with the complainant and two regional offices of the department a few times over the course of a year.

Systemic Investigations

Systemic investigations are crucial to the work of the office as a way of making change often affecting many people rather than to responding one complaint at a time. Examples of systemic investigations closed this year are listed under "Observa'ions" on page six.

Public Education and Communication

The office has the responsibility to engage in public education about the office and also to inform the public how to effectively deal with government. We believe this role includes the responsibility to work with government to improve its ability to respond to public complaints when they

Accolade

Irene Gaetz
Supervisor, Claims Customer Support, Corporate Customer Services and Highway Traffic Board Support Services, SGI

Thanks for your prompt service and attention to inquiries made by our office.

Accolade

Jenny Friesen
Therapeutic Worker, Weyburn Service Centre, Community Resources and Employment

Thanks for your diligence and commitment to doing the right thing. You addressed communication and visitation issues for the family of children in long-term care when distance was a factor.

Case Summaries (continued)

occur and - more importantly - to deal with the public in a fair manner so complaints do not occur.

Our public education and communication efforts have been hampered, as we have been unable to fill the vacant communications position for budgetary reasons. We are happy to report that we have been allocated monies in our 2006-2007 budget to fill this position.

In 2005, Ombudsman Saskatchewan embarked on a fair practices training initiative. In keeping with our desire to be pro-active and to anticipate potential fairness issues before they become problems, we have developed a training package with four half-day modules. The first roll-out of this training package took place in La Loche in the fall of 2005 with employees of the Department of Community Resources and Employment. Three staff from Ombudsman Saskatchewan, including the Ombudsman, spent two days in La Loche delivering the training session. The session was very well received and all in attendance believed the training session would help them do their jobs better.

How To Reach Us

Regina Office

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Phone: (306) 787-6211
Toll Free: 1-800-667-7180
Fax: (306) 787-9090
ombreg@ombudsman.sk.ca

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Saskatoon, Saskatchewan S7K 2H6

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Toll Free: 1-800-667-9787
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Presentations

The *Ombudsman and Children's Advocate Act* gives to Ombudsman Saskatchewan the mandate and the responsibility to provide public education about the office, what we do, and how we do it. As the role of the office evolves over time, this responsibility takes on greater importance.

When we are making presentations to the public, we try to give people tools that will help them manage potentially unfair situations on their own. We encourage them to use existing appeal processes, and to record details. We encourage them to point out facts clearly and calmly so that government offices will understand and make fair decisions.

We encourage government employees to act in a similar fashion. The public should

Accolade

Dale Rubisch
Employer Services Representative, Workers' Compensation Board

Thanks for taking extra time with an employer who speaks English as a second language. You helped this employer understand the reporting requirements of the statute and established a process for future reporting.

Accolade

Devin Heidt
Manager, Customer Services, SaskTel Mobility, Saskatoon

Thanks for re-evaluating a client's circumstances and making a fair decision.

Accolade

Teena Tweed
Team Leader, Community Resources and Employment Contact Centre

Thanks for being receptive to an urgent situation that was developing and for helping fix the problem.

Accolade

Kim Sevigny
Customer Services Representative, SaskEnergy

Thanks for your quick response to our referral. You made sure the customer had service.

Presentations (continued)

be able to expect clear explanations about decisions that affect them. The public deserves to be given information not just about what is happening, but why. We believe we have a significant role to play in helping government agencies prevent unfair situations from occurring. It is important to us to build strong, positive relationships with government offices so that when they need help sorting out the complaint, employees are not afraid to refer the complainant to our office.

In 2005, we enjoyed meeting with the public and with government offices throughout the province, and we want to thank everyone who took the time to attend a presentation. What follows is a list of some of the groups that we met with and the events we attended.

- Thom Collegiate, Grade 12 Law Class
- Global Gatherings - A Community Organization for New Landed Immigrants in Saskatoon
- Enhanced Training and Immigrant Internship Program
- Pine Grove Correctional Centre Staff Training for new staff
- Saskatoon Correctional Centre - Presentation to Chaplains Group
- Saskatoon Correctional Centre - Corrections Worker Orientation
- Women's Community Training Residence - for residents
- Community Police Board Training - Prince Albert
- Canadian Association for Community Living National Convention in Saskatoon
- Northern Justice Symposium in Prince Albert
- Saskatchewan Home Economics Teachers Association Annual Convention
- Legislative Internship Program

Statistics

While case summaries will tell the story of an individual or group complaint and its outcome, our statistics tell the story of our files as a whole. Our goal is to ensure that the provincial government organizations - departments, agencies, boards, commissions and Crown Corporations - treat people lawfully and fairly. Statistics help us measure and report on that.

Our ability to achieve that goal is affected by the complaints we receive that should not come to us because they are outside our scope. In 2005, we received 1,505 such complaints compared to 2,601 that were within our jurisdiction. That means we spent a significant amount of time referring people to other offices. To me this says that we need to make sure that the public has a better understanding about what we do and that other complaints offices be better known and understood.

One measure of effectiveness is the degree to which complaints can be resolved. This is not something we do on our own. It requires the co-operation of the complainant and the government organization. While we have a great

Statistics (continued)

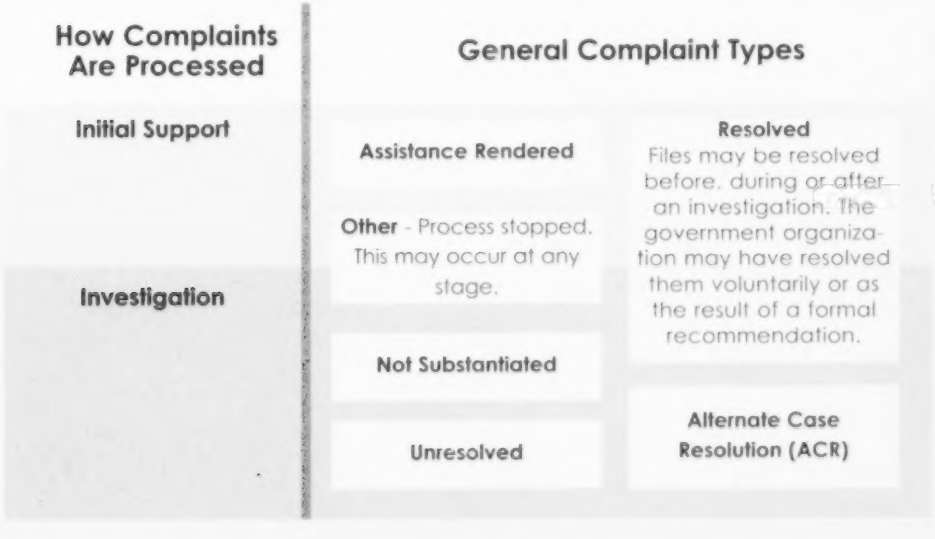
degree of authority when it comes to accessing information, we cannot order the government to do what we think is fair. That is why, as we work on files, it is important for us to build good relationships with the complainant and the government organization. This approach often enables us to resolve complaints at an early stage before we do an investigation. For complainants this means less waiting time for results. For us it means more time to devote to files still in progress.

In 2005, there were 1,588 files where we provided initial assistance in helping the complainant pursue the matter with government. While we do not know the outcome of all these files, many were resolved to the satisfaction of the complainant. We know that because they told us so. A further 198 files were part of a facilitated communication process. These take time, effort and a commitment from all the parties to work together to find solutions.

For another 236 files the government agency resolved the complaint - either at the outset, during the process of an investigation or as the result of a formal recommendation. In fact there were only 27 cases where, at the end of an investigation we thought the complaint was substantiated but our recommendation had been rejected (3) or there were no reasonable recommendations to make (24). Of those cases that were resolved, we only needed to make formal recommendations in 7 cases, 4 of which were accepted and 3 rejected. Of the remaining files we determined that 205 were unsubstantiated and 385 were processed in some other manner.

Of the resolved complaints, only 4.3% had to go all the way to the formal recommendation stage. We think that this demonstrates good co-operation from government organizations and our goal is to keep this number low.

While some statistics tell us how often and which cases we resolve, others tell us which organizations received the most complaints. Numbers alone only tell part of the story. Often, organizations with the highest complaint numbers are also the organizations that deal with the highest volumes of people or in fields where complaints are more likely. That said, we do not discard the idea of watching where complaint volumes are coming from, but we encourage a balanced approach when interpreting the results.


How Complaints Are Processed
General Complaint Types
Initial Support
Investigation
Assistance Rendered
Other - Process stopped. This may occur at any stage.
Not Substantiated
Unresolved
Resolved
Files may be resolved before, during or after an investigation. The government organization may have resolved them voluntarily or as the result of a formal recommendation.
Alternate Case Resolution (ACR)

Accolade

Linda Gaudet
Acting Assistance Income Security Program Manager, Community Resources and Employment, Saskatoon

Rhonda Dundas
Contact Centre Team Leader, Community Resources and Employment, Regina

Thanks for working as a team to provide an immediate response to the referral of an urgent client need.

Lynn Allan
Regional Director, South West Region, Community Resources and Employment

Tracey Smith
Assistant to the Deputy Minister, Health

Thanks for following through on the situation that caused the urgent need noted above. The situation involved two agencies that provide contracted services and you worked with them to ensure it would not happen again.

Statistics - Departments

	Files Opened		Files Closed		
	2005 Totals	2004 Totals	How Files Were Processed in 2005		200 Tot
			Initial Support [1]	Investigations / ACR [2]	
Agriculture & Food					
General	10	12	6	1	
Lands Branch	0	0	0	0	
Livestock Development Branch	0	0	0	0	
Community Resources & Employment					
General	18	13	14	4	
Adoption Branch	1	0	0	0	
Building Independence - Investing in Families	84	17	68	14	
Early Learning and Child Care Branch	3	3	4	0	
Child & Family Services Division	61	54	32	31	
Community Living Division	9	5	7	2	
Employment	3	4	4	1	
Housing Division					
General	0	15	5	3	
Beauval Housing Authority	1	0	1	0	
Big River Housing Authority	1	0	1	0	
Buffalo Narrows Housing Authority	5	8	3	0	
Canora Housing Authority	0	1	0	0	
Cumberland Housing Authority	0	0	2	0	
Estevan Housing Authority	2	0	0	0	
Ile a La Crosse Housing Authority	0	0	1	0	
Kindersley Housing Authority	1	0	1	0	
La Loche Housing Authority	4	3	3	0	
Lloydminster Housing Authority	1	1	1	0	
Moose Jaw Housing Authority	1	1	0	0	
Nipawin Housing Authority	1	0	1	0	
North Battleford Housing Authority	0	1	0	0	
Prince Albert Housing Authority	1	3	0	0	
Regina Housing Authority	7	3	2	2	
Sandy Bay Housing Authority	0	2	0	0	
Saskatoon Housing Authority	9	11	5	2	
Weyburn Housing Authority	1	0	1	0	
Yorkton Housing Authority	0	1	0	0	
Income Security Division	785	949	667	134	8

[1] **Initial Support** - We did some work on these files in the early stages but did not proceed to investigation or Alternate Case Resolution (ACR). For example, some may have been resolved voluntarily before an investigation could begin, we may have decided that some did not merit an investigation, or we may have linked the complainant to some more appropriate step - perhaps an appeal process not yet tried, an advocacy service, or an internal complaints process.

[2] **Investigations / ACR** - These files called for a full investigation, Alternate Case Resolution (ACR), or some combination of the two. A great deal of time and effort goes into looking at all sides of the complaint.

2004 Totals	Outcomes of Files Closed in 2005					
	Not Substantiated [3]	Resolved [4]	Unresolved [5]	Assistance Rendered [6]	ACR [7]	Other [8]
10	1	0	0	2	0	4
1	0	0	0	0	0	0
1	0	0	0	0	0	0
12	0	1	0	10	3	4
0	0	0	0	0	0	0
21	0	10	0	66	4	2
4	0	0	0	1	0	3
52	1	0	0	16	30	16
6	0	0	0	5	2	2
2	1	0	0	2	0	2
14	2	0	0	1	1	4
0	0	0	0	1	0	0
0	0	0	0	1	0	0
7	0	0	0	3	0	0
1	0	0	0	0	0	0
0	0	0	0	1	0	1
0	0	0	0	0	0	0
0	0	0	0	1	0	0
0	0	0	0	1	0	0
3	0	0	0	3	0	1
1	0	0	0	1	0	0
1	0	0	0	0	0	0
1	0	0	0	1	0	0
1	0	0	0	0	0	0
3	0	0	0	0	0	0
2	1	0	0	0	1	2
2	0	0	0	0	0	0
9	1	0	0	2	1	3
0	0	0	0	1	0	0
2	0	0	0	0	0	0
923	15	65	1	605	53	62

[3] **Not Substantiated** - Our investigation showed that the complainant was treated fairly. Sometimes we still make a recommendation to the government organization on these files. For example, we may find that the complaint could have been avoided if the situation had been handled differently.

[4] **Resolved** - The complaint was resolved. The government organization voluntarily resolved it at some point in our process or accepted our formal recommendation.

[5] **Unresolved** - The complaint was substantiated, but not resolved. In some cases, we made a recommendation that the government organization rejected. In other cases, there may have been no reasonable recommendation to make.

[6] **Assistance Rendered** - We provided some form of assistance. We may have told complainants about an appeal process they could try or helped them pursue their complaint in some other way.

[7] **Alternate Case Resolution (ACR)** - To resolve these cases, we needed to get people talking. We may have brought them together for face-to-face meetings, or taken information back and forth between them. The aim? Usually negotiating an agreement or restoring communications. These files may need both ACR and investigation.

[8] **Other** - We did not take on the file or the investigation stopped. It may have been improper for us to take on the file (e.g. the complaint is outside our jurisdiction, is already before the courts, etc.), or the complainant may have chosen not to continue.

Statistics - Departments

	Files Opened		Files Closed		
	2005 Totals	2004 Totals	How Files Were Processed in 2005		20 Tot
			Initial Support [1]	Investigations / ACR [2]	
Corrections and Public Safety					
General	2	1	0	2	
Adult Corrections					
General	6	3	4	1	
Battlefords Community Correctional Centre	5	1	3	2	
Community Operations Branch - Probation	4	5	2	2	
Community Training Residences (CTR)	1	9	1	0	
Licensing and Inspections	2	0	2	0	
Northern Region (Besnard Lake, Buffalo Narrows, Woden Bay)	2	4	2	0	
Pine Grove Correctional Centre	69	51	64	6	
Prince Albert Correctional Centre	99	152	78	34	1
Prince Albert Healing Lodge	2	2	2	0	
Regina Correctional Centre	169	233	97	84	1
Saskatoon Correctional Centre	209	264	165	53	2
Protection and Emergency Services	1	2	1	0	
Young Offenders Program	4	0	4	0	
Culture, Youth and Recreation					
General	0	1	0	0	
Environment					
General	15	13	9	2	
Compliance, Fire & Forest Division	3	1	1	1	
Resource & Environmental Stewardship Division	1	2	1	1	
Executive Council					
General	1	0	1	0	
Finance					
General	0	2	0	0	
Public Employees' Benefits Agency	3	4	2	1	
Revenue Division	4	2	4	0	
Government Relations					
Aboriginal Affairs	1	0	1	0	

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[2] **Investigations / ACR** - These files called for a full investigation, Alternate Case Resolution (ACR), or some combination of the two. A great deal of time and effort goes into looking at all sides of the complaint.

2004 Totals	Outcomes of Files Closed in 2005					
	Not Substantiated [3]	Resolved [4]	Unresolved [5]	Assistance Rendered [6]	ACR [7]	Other [8]
2	0	1	1	0	0	0
5	1	0	0	3	0	1
1	2	0	0	3	0	0
4	1	0	1	1	0	1
9	0	0	0	1	0	0
0	0	0	0	2	0	0
4	0	0	0	2	0	0
51	2	3	0	56	1	8
150	13	10	9	65	2	13
2	0	0	0	2	0	0
241	48	34	1	48	1	49
261	20	20	5	140	8	25
2	0	0	0	1	0	0
0	0	0	0	2	0	2
1	0	0	0	0	0	0
15	0	0	0	1	2	8
1	0	0	0	1	1	0
3	0	0	0	1	1	0
0	0	0	0	0	0	1
2	0	0	0	0	0	0
9	1	0	0	1	0	1
2	0	0	0	3	0	1
0	0	0	0	1	0	0

[3] **Not Substantiated** - Our investigation showed that the complainant was treated fairly. Sometimes we still make a recommendation to the government organization on these files. For example, we may find that the complaint could have been avoided if the situation had been handled differently.

[4] **Resolved** - The complaint was resolved. The government organization voluntarily resolved it at some point in our process or accepted our formal recommendation.

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[6] **Assistance Rendered** - We provided some form of assistance. We may have told complainants about an appeal process they could try or helped them pursue their complaint in some other way.

[7] **Alternate Case Resolution (ACR)** - To resolve these cases, we needed to get people talking. We may have brought them together for face-to-face meetings, or taken information back and forth between them. The aim? Usually negotiating an agreement or restoring communications. These files may need both ACR and investigation.

[8] **Other** - We did not take on the file or the investigation stopped. It may have been improper for us to take on the file (e.g. the complaint is outside our jurisdiction, is already before the courts, etc.), or the complainant may have chosen not to continue.

Statistics - Departments

	Files Opened		Files Closed		
	2005 Totals	2004 Totals	How Files Were Processed in 2005		20 Tot
			Initial Support [1]	Investigations / ACR [2]	
Health					
General	30	31	19	10	
Community Care Branch	3	1	2	0	
Drug Plan & Extended Health Benefits Branch	11	16	6	6	
Highways & Transportation					
General	4	7	3	2	
Highway Traffic Board	9	6	4	3	
Justice					
General	7	9	7	1	
Consumer Protection Branch	3	1	3	0	
Coroner's Office	0	1	0	0	
Corporations Branch	3	1	2	2	
Court Services	11	10	9	1	
Maintenance Enforcement Office	60	51	52	7	
Mediation Services	2	2	1	0	
Public Guardian & Trustee	15	15	13	3	
Public Prosecutions	5	3	2	3	
Rentalsman / Provincial Mediation Board	29	31	24	9	
Victims Services Branch	1	3	1	0	
Labour					
General	0	1	0	0	
Labour Relations & Mediation	1	1	1	0	
Labour Standards Branch	18	10	14	3	
Occupational Health & Safety Division	1	3	1	0	
Office of the Workers' Advocate	2	1	2	0	
Learning					
General	1	4	1	0	
Post-Secondary Education & Skills Training	3	3	3	0	
Student Financial Assistance Unit	8	33	8	2	
Northern Affairs					
General	1	1	1	0	

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[2] **Investigations / ACR** - These files called for a full investigation, Alternate Case Resolution (ACR), or some combination of the two. A great deal of time and effort goes into looking at all sides of the complaint.

2004 Totals	Outcomes of Files Closed in 2005					
	Not Substantiated [3]	Resolved [4]	Unresolved [5]	Assistance Rendered [6]	ACR [7]	Other [8]
30	5	2	0	14	3	5
3	0	0	0	2	0	0
15	5	0	0	5	1	1
6	1	0	0	1	1	2
4	3	0	0	3	0	1
8	0	0	0	5	1	2
3	0	0	0	3	0	0
1	0	0	0	0	0	0
0	0	2	0	2	0	0
10	0	0	0	4	1	5
52	1	3	0	50	3	2
2	0	0	0	1	0	0
3	0	0	0	10	3	3
15	0	0	0	1	3	1
26	2	4	1	16	2	8
3	0	0	0	1	0	0
0	0	0	0	0	0	0
1	0	0	0	0	0	1
12	0	2	0	10	1	4
3	0	0	0	0	0	1
1	0	0	0	1	0	1
4	0	0	0	0	0	1
4	0	0	0	3	0	0
33	1	0	0	6	1	2
1	0	0	0	0	0	1

[3] **Not Substantiated** - Our investigation showed that the complainant was treated fairly. Sometimes we still make a recommendation to the government organization on these files. For example, we may find that the complaint could have been avoided if the situation had been handled differently.

[4] **Resolved** - The complaint was resolved. The government organization voluntarily resolved it at some point in our process or accepted our formal recommendation.

[5] **Unresolved** - The complaint was substantiated, but not resolved. In some cases, we made a recommendation that the government organization rejected. In other cases, there may have been no reasonable recommendation to make.

[6] **Assistance Rendered** - We provided some form of assistance. We may have told complainants about an appeal process they could try or helped them pursue their complaint in some other way.

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[8] **Other** - We did not take on the file or the investigation stopped. It may have been improper for us to take on the file (e.g. the complaint is outside our jurisdiction, is already before the courts, etc.), or the complainant may have chosen not to continue.

Statistics - Boards

	Files Opened		Files Closed		
	2005 Totals	2004 Totals	How Files Were Processed in 2005		2005 Totals
			Initial Support [1]	Investigations / ACR [2]	
Labour Relations Board	1	2	0	0	0
Lands Appeal Board	0	0	0	0	0
Regional Health Authorities					
General	0	0	0	0	0
Five Hills Regional Health Authority	2	1	2	0	2
Heartland Regional Health Authority	0	2	0	0	0
Keewatin Yatthé Regional Health Authority	0	3	0	0	3
Kelsey Trail Regional Health Authority	5	1	4	0	4
Mamawetan Churchill River Regional Health Authority	1	0	1	0	1
Prairie North Regional Health Authority	3	5	3	1	4
Prince Albert Parkland Regional Health Authority	7	3	7	0	7
Regina Qu'Appelle Regional Health Authority	8	6	2	1	3
Saskatoon Regional Health Authority	9	7	8	3	11
Sun Country Regional Health Authority	2	1	1	0	1
Sunrise Regional Health Authority	2	4	1	1	2
Saskatchewan Human Rights Tribunal					
General	0	1	0	0	0
Saskatchewan Municipal Board					
Assessment Appeals Committee	0	0	0	0	0
Social Services Appeal Board	14	22	9	13	22
Water Appeal Board	1	0	1	0	1
Workers' Compensation Board	143	158	108	38	146

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[2] **Investigations / ACR** - These files called for a full investigation, Alternate Case Resolution (ACR), or some combination of the two. A great deal of time and effort goes into looking at all sides of the complaint.

04 als	Outcomes of Files Closed in 2005					
	Not Substantiated [3]	Resolved [4]	Unresolved [5]	Assistance Rendered [6]	ACR [7]	Other [8]
2	0	0	0	0	0	0
1	0	0	0	0	0	0
1	0	0	0	0	0	0
1	0	0	0	0	0	2
2	0	0	0	0	0	0
0	0	0	0	0	0	0
1	0	0	0	3	0	1
0	0	0	0	0	0	1
4	0	0	0	3	1	0
3	0	0	0	5	0	2
4	0	0	0	0	1	2
7	0	0	0	7	3	1
1	0	0	0	1	0	0
4	0	0	0	1	1	0
1	0	0	0	0	0	0
2	0	0	0	0	0	0
15	9	1	2	1	1	8
0	0	0	0	0	0	1
75	24	4	3	97	7	11

[3] **Not Substantiated** - Our investigation showed that the complainant was treated fairly. Sometimes we still make a recommendation to the government organization on these files. For example, we may find that the complaint could have been avoided if the situation had been handled differently.

[4] **Resolved** - The complaint was resolved. The government organization voluntarily resolved it at some point in our process or accepted our formal recommendation.

[5] **Unresolved** - The complaint was substantiated, but not resolved. In some cases, we made a recommendation that the government organization rejected. In other cases, there may have been no reasonable recommendation to make.

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[8] **Other** - We did not take on the file or the investigation stopped. It may have been improper for us to take on the file (e.g. the complaint is outside our jurisdiction, is already before the courts, etc.), or the complainant may have chosen not to continue.

Statistics - Commissions

	Files Opened		Files Closed	
			How Files Were Processed in 2005	
	2005 Totals	2004 Totals	Initial Support [1]	Investigations / ACR [2]
Automobile Injury Appeal Commission	2	3	2	1
Financial Services Commission	2	0	0	1
Public Service Commission	2	1	0	1
Saskatchewan Human Rights Commission	7	10	5	3
Saskatchewan Legal Aid Commission	31	41	27	7
Saskatchewan Police Commission	0	1	0	0
Saskatchewan Securities Commission	0	1	0	0

Statistics - Agencies

Saskatchewan Assessment Management Agency	2	0	2	0
Saskatchewan Liquor & Gaming Authority				
General	3	3	2	0
Liquor, Gaming & Licensing Commission	0	0	0	0
Saskatchewan Police Complaints Investigator	4	2	4	0
St. Louis Alcoholism Centre	1	0	0	1

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[2] **Investigations / ACR** - These files called for a full investigation, Alternate Case Resolution (ACR), or some combination of the two. A great deal of time and effort goes into looking at all sides of the complaint.

005 tals	2004 Totals	Outcomes of Files Closed in 2005					
		Not Substantiated [3]	Resolved [4]	Unresolved [5]	Assistance Rendered [6]	ACR [7]	Other [8]
3	2	1	0	0	2	0	0
1	0	1	0	0	0	0	0
1	1	1	0	0	0	0	0
8	21	1	0	0	4	2	1
34	39	2	2	0	18	3	9
0	1	0	0	0	0	0	0
0	1	0	0	0	0	0	0
2	0	0	0	0	1	0	1
2	6	0	0	0	0	0	2
0	1	0	0	0	0	0	0
4	3	0	0	0	1	0	3
1	0	0	1	0	0	0	0

[3] **Not Substantiated** - Our investigation showed that the complainant was treated fairly. Sometimes we still make a recommendation to the government organization on these files. For example, we may find that the complaint could have been avoided if the situation had been handled differently.

[4] **Resolved** - The complaint was resolved. The government organization voluntarily resolved it at some point in our process or accepted our formal recommendation.

[5] **Unresolved** - The complaint was substantiated, but not resolved. In some cases, we made a recommendation that the government organization rejected. In other cases, there may have been no reasonable recommendation to make.

[6] **Assistance Rendered** - We provided some form of assistance. We may have told complainants about an appeal process they could try or helped them pursue their complaint in some other way.

[7] **Alternate Case Resolution (ACR)** - To resolve these cases, we needed to get people talking. We may have brought them together for face-to-face meetings, or taken information back and forth between them. The aim? Usually negotiating an agreement or restoring communications. These files may need both ACR and investigation.

[8] **Other** - We did not take on the file or the investigation stopped. It may have been improper for us to take on the file (e.g. the complaint is outside our jurisdiction, is already before the courts, etc.), or the complainant may have chosen not to continue.

Statistics - Crown Corporations

	Files Opened		Files Closed		
	2005 Totals	2004 Totals	How Files Were Processed in 2005		
			Initial Support [1]	Investigations / ACR [2]	T
Crown Investments Corporation of Saskatchewan	11	0	1	0	
Information Services Corporation	2	6	2	2	
Saskatchewan Crop Insurance Corporation	20	11	4	6	
Saskatchewan Development Fund Corporation	0	1	0	0	
Saskatchewan Gaming Corporation	0	0	0	0	
Saskatchewan Government Insurance					
General	22	36	16	10	
Auto Fund	34	33	20	11	
Claims Division					
Auto Claim	91	88	67	26	
Other Claims	22	30	13	11	
Personal Injury Protection Plan	50	63	33	15	
Saskatchewan Grain Corporation	1	0	0	0	
Saskatchewan Institute of Applied Science & Technology (SIAST)	2	5	3	2	
Saskatchewan Property Management	1	4	1	0	
Saskatchewan Transportation Company	1	2	1	0	
Saskatchewan Water Corporation	1	4	1	0	
Saskatchewan Watershed Authority	4	0	1	1	
SaskEnergy	91	90	57	36	
SaskPower	108	104	75	28	
SaskTel	47	54	36	12	
Totals - All Files	2,601	2,913	1,973	666	2

[1] **Initial Support** - We did some work on these files in the early stages but did not proceed to investigation or Alternate Case Resolution (ACR). For example, some may have been resolved voluntarily before an investigation could begin, we may have decided that some did not merit an investigation, or we may have linked the complainant to some more appropriate step - perhaps an appeal process not yet tried, an advocacy service, or an internal complaints process.

[2] **Investigations / ACR** - These files called for a full investigation, Alternate Case Resolution (ACR), or some combination of the two. A great deal of time and effort goes into looking at all sides of the complaint.

05 als	2004 Totals	Outcomes of Files Closed in 2005					
		Not Substantiated [3]	Resolved [4]	Unresolved [5]	Assistance Rendered [6]	ACR [7]	Other [8]
1	0	0	0	0	0	0	1
4	4	1	0	0	2	1	0
10	13	2	3	0	3	1	1
0	1	0	0	0	0	0	0
0	1	0	1	0	0	0	0
26	35	6	2	0	9	2	7
31	30	3	2	0	14	6	6
93	91	11	6	2	50	7	17
24	29	6	0	0	10	5	3
48	64	2	2	1	27	10	6
1	0	0	0	0	0	0	1
5	2	0	0	0	1	2	2
1	4	0	0	0	0	0	1
1	2	0	0	0	1	0	0
1	3	1	0	0	1	0	0
2	0	0	0	0	1	1	0
93	86	3	26	0	45	7	12
03	109	1	25	0	61	2	14
48	54	3	5	0	23	4	13
39	2,914	205	236	27	1,588	198	385

[3] **Not Substantiated** - Our investigation showed that the complainant was treated fairly. Sometimes we still make a recommendation to the government organization on these files. For example, we may find that the complaint could have been avoided if the situation had been handled differently.

[4] **Resolved** - The complaint was resolved. The government organization voluntarily resolved it at some point in our process or accepted our formal recommendation.

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Budget

For the last several years, our approved budget has remained stable, with small increases to allow for salary adjustments and basic operations. The 2005-2006 budget includes special one-time funding for the replacement of complaint tracking software.

	2003 - 2004	2004 - 2005	2005 - 2006
Salaries	$1,238,000	$1,255,000	$1,292,000
Other Expenses	$326,000	$326,000	$374,000
Total	$1,564,000	$1,581,000	$1,666,000

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